

The CNO has selected a "Revolution in Training" as his #1 project for this year. Last year, he commissioned a study group chaired by VADM (Ret) Lee Gunn to recommend what the revolution should entail. They briefed the CNO on 08 Aug 2001 and subsequently published their final report. As a result of this study, the CNO has established Task Force EXCEL (Excellence through a Commitment to Education and Learning) working for VADM Al Harms to implement the revolution. Task Force EXCEL is led by RADM Harry Ulrich -- they are located at several fleet concentration areas.

One of the study group's recommendations was to adopt the proposed Human Performance System Model (HPSM) as the underlying process that

- defines human performance requirements
- establishes how best to achieve this performance
- develops the necessary tools or products
- implements the solution, and provides feedback based on an evaluation of the outcome

This pamphlet is meant to inform a wide Navy audience about the HPSM and how we are going to adopt it.

The HPSM is fundamental to the Revolution in Training, as advocated by Task Force EXCEL. It provides for a direct link between training customers (the afloat and ashore forces) and training providers. It allows for new training technologies to be considered to their full extent of providing human performance. Finally, it allows trainers and educators to know what is expected as the outcome of training, and for them to measure the product of the plan.

While a simple model, the HPSM follows the logic of "systems engineering." There is a beginning to the process and room for continuous improvement. There is a defined outcome and associated measures. There is nothing required of the system that is not included in the model. This is an application of classic systems engineering to how we develop Sailors' knowledge, skills, and abilities. Applied correctly, the HPSM will enable us to revolutionize the way we deliver training and close the chasm between training customers and training providers. It will also end the use of the term *training requirement*.

While training is fundamental to having a ready Navy, it is just a tool for meeting human performance requirements. The real key is the HPSM and the process that it creates for providing Sailors with the right tools and opportunities for professional growth and development.

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**Director of Naval Training
and Education (OPNAV N79)**
Presents

The "Human Performance System Model"



The Human Performance System Model has been established by the Navy to define a common process that will optimize human performance. This model was first introduced by the Executive Review of Navy Training and has been adopted as a cornerstone of the "Revolution in Training."

By adopting this process, our professional development system can excel while continually learning, adapting, and rejuvenating itself. By incorporating the Human Performance System Model, we open the door to new learning technologies, new learning continuums, and a more responsive human development system.



The first step in the process is to define human performance requirements in terms of competencies



Next, these requirements are translated into viable solutions

Competencies are the knowledge, skills, and abilities that Sailors need to do their job.



By linking training customers (afloat and ashore forces) and training providers:

- Trainers can utilize new training technologies based on FLEET needs
- Trainers and educators know what the expected outcome of the training should be
- Metrics can be developed that accurately measure whether the performance requirements were successfully met

This is accomplished by breaking down jobs and job tasks into specific behaviors and competencies.

Performance requirements are validated and prioritized by FLEET CINC's.

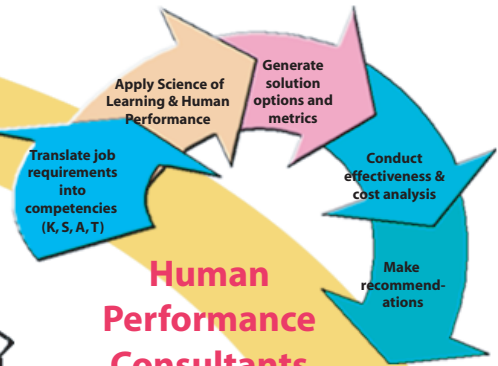
I.
Define Requirements

II.
Determine How to Meet Requirements



Human performance consultants bring a disciplined approach to diagnosing individual and organizational performance issues and recommending solutions.

Human Performance Consultants



In the end

The training customers determine if the performance requirements were actually met.

IV.
Execute and Measure

III.
Build and Integrate Tools

Solutions can be a variety of measures to improve human performance

Solutions can be:

- eLearning applications
- Manpower adjustments
- Electronic Performance Support Systems
- Curriculum/courseware
- Training devices/simulators
- Live training
- Onboard/embedded training
- OJT Modules

Training customers determine which solutions best meet their needs



Execution

- Conduct the development programs
- Maintain and manage the training infrastructure

Evaluation

- Uses metrics that are developed to measure the product of the plan
- Feeds the results of the evaluation back into the first step

Training solutions are then phased into the training and development continuum where they will have the greatest impact and value.



Finally, the solutions are executed and evaluated for their effectiveness in meeting the stated requirements



The solutions are then developed, built and integrated